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ABSTRACT

A study was conducted at Mississippi Gulf Coast Junior College (MGCJC) to determine the propriety of the salary earned by MGCJC's president. The president's salary and recent salary increases were compared with the salaries and increases earned by: (1) the chief executive officers of the other Mississippi junior colleges; (2) the presidents of comparable two-year colleges across the country; (3) the presidents of eight Mississippi state universities; (4) the faculty and staff at MGCJC; and (5) the superintendents of selected Mississippi school systems. Major findings indicate that while the salary earned by MGCJC's president was the highest of any Mississippi public junior college, the percentage increase earned by the president between 1977 and 1979 was only the seventh highest in the state. In addition, a comparison with national figures revealed that the president's salary fell within the bottom 25% of all two-year college presidents in the country, and that the salaries of presidents of colleges with enrollments of 10,000 or more were all above that of MGCJC's president. The salary increases earned by the president from 1975 through 1979, though lower than the increases of MGCJC faculty and staff, were comparable to the increases earned by superintendents and state university presidents. The study led to the conclusion that the president's salary was appropriate. (JP)

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ANALYSIS OF PRESIDENTS' AND SUPERINTENDENTS' SALARIES

INSTITUTIONAL RESEARCH REPORT NO. 79/80-8

Mississippi Gulf Coast Junior College, Perkinston

June 18, 1980

PERKINSTON, MISSISSIPPI

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MISSISSIPPI
GULF COAST JUNIOR COLLEGE
CENTRAL OFFICE

Title: ANALYSIS OF PRESIDENTS' AND SUPERINTENDENTS' SALARIES

June 18, 1980

Institutional Research Report No. 79/80-8

1. PROBLEM. The question was raised regarding the propriety of the president's salary. An investigation into several aspects of salary was conducted to determine whether the salary is out of line. The conclusions is that it is not. Comments to follow provide reasons for this conclusion.

2. DISCUSSION. Several different types of analyses were run. They are described in following paragraphs:

3. An analysis of Presidents' Salaries in the State of Mississippi for School Year 1878/79. (See Attachment 1, President's Salary Analysis - Source: MS Public Junior College FY 80 Budget Request, Vol. II, Form BE 1-B)

a. Although Gulf Coast President's salary is the highest of those reported, based on a report on other Junior College Presidents' salaries in 1978-79, it must be pointed out that Gulf Coast reports the largest amount of money for salaries and wages ($7,285,525), the largest income ($10,378,971), and also one of the largest enrollments in the state. Hinds is second in both categories. Responsibility for money management is a most important factor in determining salaries for top management in business, industry, government, and education. It stands to reason that the president of the largest institution, from the financial standpoint, would have the highest salary.

It is noted that Hinds' new president is completing two years in June 1980, as compared to 27 years for the president of MGCJC.

It is significant to note that the president's salary represents .53 of one percent of the total amount for Salaries and Wages and .37 of one percent of total income. The lowest percentages in these categories is at Hinds where we find .52 and .35 of one percent, respectively. State averages are 1.5 percent and .97 percent, respectively. Highest percentage state-wide is 2.9 percent and 1.9 percent, respectively.

b. Another important factor to consider is the cost of the president's salary for one full time student. This cost ranges from $29.63 per FTE downward to $5.57 at Hinds. Gulf coast dollar amount is the second lowest in the state at $6.57.

4. Using the same source document we compare the salaries of the 16 public junior colleges in the state, as reported, from 1977/78 to an estimated amount for 1979/80, in terms of dollar increases and percent of increase. (See Attachment 2, Junior

College Presidents' Salaries, 1977-1979/80, State of Mississippi). We find salary increases from a high of $6,500 to a zero increase. Gulf Coast reported increase was fourth highest at $6,130. Percentage-wise, the increases ranged from 22.8% to no increase. Gulf Coast, at 16.6%, was seventh highest. These dollar increases and percentage increases certainly appear, to the author, to be well within reason.

5. A look at the national-level salary picture for junior college presidents (Attachment 3) reveals that the president's salary is clearly in the bottom 25% of all junior college presidents in the nation, i.e., under the first quartile; and the dollar amount of increase for the period 1977/78 to 1979/80 is well under or within range of national level salaries; the same holds true for percentage of increase.

a. For colleges with 10,000 or more enrollment, all salaries were above that of the president; and the average increase was 12.3% - ranging from 11.6% to 13.4%. Gulf Coast Junior College president's increase was 13.6%.

b. For all colleges with a budget of $5,000,000 or more (Gulf Coast budget for 1980/81 is $13.5 million), the salary increases were from $6,500 to $8,100, with percentages ranging from 16.9% to 17.5%. These percentages and increases are well above those of the president.

6. A comparison of the president's salary with those of the eight state universities was done (Attachment 4, Dr. Hayden's Salary for Years Shown and Presidents' Salaries, State Universities, for Selected Years). He received approximately 2% greater increase from 1977 to 1979/80, with a comparable variance for the five smaller state universities from 1975 to 1979. But the variance between the president's increase (24.9%) and the three large state university presidents (34.4%) is considerable. It would appear from the above that the increases and salaries of state university presidents and the salary of the college president are not unreasonable or out of line.

7. Salaries within the college affect the president's salary. Attachment 5 (A comparison of Selected Salaries, by Salary Schedule Category, for 1975/76, 1979/80, and 1980/81) reveals some most interesting facts. It is pointed out that the president, as chief administrative officer, is the highest paid employee of the college. With that in mind, two significant comparisons are offered. First, is the percentage increase from 1975 to 1979/80; and the second is the percentage of the selected categories - salary for 1975 and 1980. Two assumptions are made in developing these figures. First, that employees holding the positions described were employed in 1975, 1979, and are to be employed in 1980. Two examples for each category are shown - the first, with two years experience in 1975, and seven in 1980; the second with 12 years in 1975 and 17 in 1980. The second assumption is that the "Average Job Responsibility" amount for both years is the same amount as shown.

a. Attachment 5 reveals that the president's salary increased 24.9% from 1975 to 1979; from 1975 to 1980, the percent increase was 34.9%. Looking at the percentage increases for faculty, it is noted that salaries for the selected positions were very close, percentage-wise, to the president in 1979, but exceeded his percentage increase in 1980 from 3.9% to 5.4%.

b. Staff percentage increases considerably exceeded that of the president for both years. Percentage increase ranged from 5% to 10% more than that of the president.

c. The selected administrators' percentage increases for both years ranged from .5% greater to almost 3% greater.

d. The percentage of the president's salary represented by each of the selected salaries increased in 1980 over 1975.

8. A comparison was made with selected superintendents of school systems in the state (Attachment 6, Salaries of 21 Selected School Superintendents in Mississippi). All school systems in the college district are reported along with others throughout the state that approximate the junior college responsibility. It is noted that one school superintendent's (Jackson Separate) salary exceeds the junior college president's salary for both 1975 and 1979. Further, the increases in terms of dollars and percent increase for the state superintendents were approximately equal (state average 24.6% - president 24.9%). It is also noted that increase of $11,000 for one superintendent and an increase of 52% for another was made during these years.

9. SUMMARY. In par. 1, above, it was stated that the president's salary is not out of line in the opinion of the author. If anything, it is somewhat lower than it should be. Reasons for this are:

a. The president is responsible for the largest amount of money paid in salaries and wages, and in income in the state; and his salary, per full time equivalent student is the second lowest in the state. (See Attachment 1)

b. As to salary increases in the state from 1977/78 to 1979/80, three presidents received greater increases in dollar amounts than the college president; 12 lesser increases; percentage wise, seven received the same percent increase or greater and eight received a lesser percentage. (Attach. 2)

c. From the national level, whether counting students or dollars in the budget, the president is well within the bottom 25%. (Attachment 3)

d. When compared to state university presidents' salaries, the college president's salary is lower than the highest three universities; the percentage increase from 1975 to 1979 was approximately equal. (Attachment 4)

e. All employees in the sample received a higher percentage increase from 1975 to 1980 than the president and each salary increased in its percentage to the president's salary from 1975 to 1980.

f. When looking at superintendents of education in the state, we find their salaries generally lower than the college presidents, but their increases from 1975 to 1979 were comparable percentage wise.

Attachments (6)

DISTRIBUTION: Administrative Council
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PRESIDENT'S SALARY ANALYSIS

SOURCE: MS Public Junior College FY80 Budget Request, Vol. II, Form BE-1-B

School Year 1978-79

	Pres. Salary	Total Sal. & Wages	% Pres. Salary	Total Income	% Pres. Income	FTE Students	Pres. Cost per Student
Coahoma	$ 30,000	$1,876,703	1.6	$2,947,546	1	1852	$16.20
Copiah-Lincoln	32,000	1,987,532	1.6	3,159,200	1	1625	19.69
East Central	29,780	1,012,651	2.9	1,585,970	1.9	1005	29.63
East Mississippi	21,060	1,246,103	1.7	2,035,361	1	1166	18.06
Hinds	35,000	6,786,673	.52	9,937,240	.35	6280	5.57
Holmes	29,000	1,339,725	2.2	2,167,502	1.3	1316	22.04
Itawamba	32,000	2,369,500	1.4	3,956,208	.81	2435	13.14
Jones	34,860	3,162,195	1.1	4,744,797	.73	2932	11.89
Meridian	34,560	2,753,134	1.3	3,841,427	.9	2625	13.17
MS Delta	33,500	2,233,627	1.5	3,392,108	.99	2058	16.28
MS Gulf Coast	38,553	7,285,525	.53	10,378,971	.37	5865	6.57
* Northeast	35,629	2,315,073	1.5	3,616,724	.99	2019	17.65
Northwest	35,000	3,645,725	.96	5,286,957	.66	3475	10.07
Pearl River County	30,000	1,885,285	1.6	3,093,591	.97	2497	12.01
Southwest	30,485	1,088,974	2.8	1,773,181	1.7	1188	25.66
Utica	27,572	2,019,700	1.4	3,195,927	.86	1288	21.40
	$498,999	$43,088,116	24.61	$65,112,710	15.53	39,626	$259.03
Divided by 16 =	31,187	2,688,007	1.5	4,069,544	.97	2477	16.19
High	Gulf Coast 38,500	Gulf Coast 7,285,525	E.Cent. 2.9	Gulf Coast 10,378,971	E.Cent. 1.9	Hinds 6280	E.Cent. 29.63
Average	31,187	2,688,007	1.5	4,069,541	.97	2477	16.19
Low	E. Miss. 21,060	E. Cent. 1,012,651	Hinds .52	E. Cent. 1,585,970	Hinds .35	E. Cent. 1005	Hinds 5.57
Gulf Coast	38,553	7,285,525	.53	10,378,971	.37	5865	6.57

*No change reported.

JUNIOR COLLEGE PRESIDENTS' SALARIES, 1977-1979/80
STATE OF MISSISSIPPI

SOURCE: MS Public Junior College FY80 Budget Request, Vol. II, Form BE-1-B

	Actual 77-78	Budgeted 78-79	Estimated #79-80	Diff. in $	Diff. in %
Coahoma	$27,000	$30,000	$33,000	+ 6,000	+ 22
Copiah-Lincoln	29,000	32,000	33,600	+ 4,600	+ 15.9
East Central	27,780	29,780	33,353	+ 5,573	+ 20.1
East Mississippi	21,060	21,060	23,166	+ 2,106	+ 10
Hinds	33,000	35,000	35,000	+ 2,000	+ 6.1
Holmes	27,000	29,000	31,900	+ 4,900	+ 18.1
Itawamba	31,588	32,000	34,000	+ 2,412	+ 7.6
Jones	31,913	34,860	38,100	+ 6,187	+ 19.4
Meridian	32,000	34,560	37,234	+ 5,234	+ 16.4
MS Delta	32,000	33,500	36,850	+ 4,850	+ 15.2
Gulf Coast	36,377	38,553	42,408	+ 6,031	+ 16.6
* Northeast	35,629	35,629	35,629	- 0 -	- 0 -
Northwest	32,000	35,000	38,500	+ 6,500	+ 20.3
Pearl River County	27,000	30,000	33,150	+ 6,150	+ 22.8
Southwest	28,850	30,485	33,533	+ 4,683	+ 16.2
Utica	25,530	27,572	29,772	+ 4,242	+ 16.6
				+$66,568	+243.3
		Divided by 16 =		4,160	15.2
		Divided by 15 =		4,438	16.2

Dollar Increase High to Low

Northwest	$6,500	P. River	22.8
Jones	6,187	Coahoma	22
P. River	6,150	Northwest	20.3
Gulf Coast	6,130	East Central	20.1
Coahoma	6,000	Jones	19.4
E. Central	5,573	Holmes	18.1
Meridian	5,234	Utica	16.6
Holmes	4,900	Gulf Coast	16.6
MS Delta	4,850	Meridian	16.4
Southwest	4,683	Southwest	16.2
Co-Lin	4,600	Co-Lin	15.9
Utica	4,242	MS Delta	15.2
Itawamba	2,412	E. Miss.	10
E. Miss.	2,106	Itawamba	7.6
Hinds	2,000	Hinds	6.1
Northeast	-0-	Northeast	-0-

% Increase High to Low

Low	*Northeast	- 0 -	Low *Northeast - 0 -
	Hinds	2,000	Hinds 6.1
Avg.	-	4,160	Avg. - 15.2
High	Northwest	6,500	High Pearl River 22.8
Gulf Coast		6,130	Gulf Coast 16.6

Three Greater
Twelve Less

Seven Same or Greater
Eight Less

*No change reported.

NOTE: Housing included in Presidents' Salaries

These salaries, although estimated in the BE-1-B, were not actually paid in these exact amounts because this report reflected a larger percentage (24%) requested of the Legislature than was actually appropriated (8%). The comparison is valid, however, in that all 16 junior colleges were reported using the same percentage increases for this year in the BE-1-B report.

Attachment 2

College and University Personnel Association
Annual Administrative Compensation Report

Presidents' Salaries, Public 2-Year Colleges, with 10,000 or More Enrollment

	1977-78	1978-79	1979-80	Difference 1977-79	
First Quartile	$45,688	$46,750	$51,000	+ 5,312	+ 11.6%
Median	48,000	52,500	54,419	+ 6,419	+ 13.4%
Third Quartile	52,492	58,772	58,800	+ 6,308	+ 12%
			Average:	$ 6,013	12.3%

Presidents' Salaries, All Public & Private 2-Year Colleges, with a Budget of $5,000,000 or More

First Quartile	38,500	39,900	45,000	+ 6,500	+ 16.9%
Median	42,475	43,500	49,900	+ 7,425	+ 17.5%
Third Quartile	46,900	48,500	55,000	+ 8,100	+ 17.3%
			Average:	$ 7,341	17.2%
Dr. Hayden's Salary	35,177	37,353	39,968	+ 4,791	+ 13.6%

COMMENT: Gulf Coast salary for 1978-79 is lower from $21,419 for third quartile, public, 2-year colleges, with an enrollment of 10,000 or more to $2,547 for first quartile of presidents in all public and private 2-year colleges with a budget of $5,000,000 or more. What this means is that Gulf Coast President's salary is $6,147 below the median of all public and private junior colleges and is $15,147 below the median of those colleges with 10,000 or more enrollment. It is clearly in the bottom 25% of all colleges nationwide.

State of Mississippi Included:

Low	East MS	$21,060
First Quartile	East Central	29,780
Median	Itawamba	32,000
Third Quartile	Jones	34,860
High	Gulf Coast	38,553

When salaries are displayed from low to high:

First Quartile equals that salary where 75% are higher, 25% are lower
Median equals that salary where 50% are higher, 50% are lower
Third Quartile equals that salary where 25% are higher, 75% are lower.

Attachment 3

Dr. Hayden's Salary for Years Shown:

	75/76	76/77	77/78	78/79	79/80	80/81	Diff. 77-79/80		Diff. 75-79/80	
Salary	$32,000	$32,210	$35,177	$37,353	$39,968	$43,166	+ 4,791	+ 13.6%	+ 7,968	+24.9%
% Increase		.66	9.21	6.19	7.00	8.00				
Faculty Increase		.55	10.15	7.09	8.59	12.86				

Presidents' Salaries, State Universities for Selected Years

	73/74	74/75	75/76	77/78	78/79	79/80	Diff. 77-79/80		Diff. 75-79/80	
Alcorn	$29,708	$31,490	$35,679	$39,247	$39,247	$43,870	+ 4,623	+ 11.8%	+ 8,191	+ 23%
Delta State	32,679	34,640	35,679	39,247	39,247	43,870	+ 4,623	+ 11.8%	+ 8,191	+ 23%
Jackson State	32,679	34,640	35,679	39,247	39,247	43,870	+ 4,623	+ 11.8%	+ 8,191	+ 23%
M.U.W.	32,679	34,640	35,679	39,247	39,247	43,870	+ 4,623	+ 11.8%	+ 8,191	+ 23%
MS Valley St.	29,708	31,490	35,679	39,247	39,247	43,870	+ 4,623	+ 11.8%	+ 8,191	+ 23%
MS State	36,460	38,648	39,808	48,168	48,168	53,500	+ 5,332	+ 11.1%	+13,692	+ 34.4%
Univ. of MS	36,460	38,648	39,808	48,168	48,168	53,500	+ 5,332	+ 11.1%	+13,692	+ 34.4%
Univ. of Sou. MS	36,460	38,648	39,808	48,165	48,165	53,500	+ 5,335	+ 11.1%	+13,692	+ 34.4%

SOURCE: Office of Board of Trustees of Higher Education - phone call to Ms. Sylvia Thornton, June 3, 1980.

COMMENT: MGCJC president salary, even though lower than state university presidents' salaries, stayed close to theirs, percentage-wise, in increases except for MS State, University of MS, and University of Southern MS. Of 21 selected school districts in the state, superintendents' salaries increased an average of $6,249 (24.6%) from 1975-79. The range of increase was from a low of $2,500 and 9% to an increase of $11,000 and 52%.

A Comparison of Selected Salaries by Salary Schedule Categories, for 1975/76, 1979/80, & 1980/81

	1975/76	% Pres. Salary	1979/80	Dollar Inc.	% Inc.	1980/81	Dollar Inc.	% Inc.	% Pres. Salary
Faculty Member									
12 Mo., MS	$13,983	43.6%	$17,306	+$3,323	+23.8%	$19,614	+$5,631	+40.3%	45.4%
12 Mo., MS +36	17,379	54.3%	21,475	4,096	23.6%	24,120	6,741	38.8%	55.9%
10 Mo., MS	11,653	36.4%	14,422	2,769	23.7%	16,349	4,696	40.3%	37.9%
10 Mo., MS +36	14,483	45.3%	17,896	3,413	23.6%	20,109	5,626	38.8%	46.6%
9 Mo., MS	10,524	32.9%	12,980	2,456	23.3%	14,715	4,191	39.8%	34.1%
9 Mo., MS +36	13,035	40.7%	16,107	3,072	23.6%	18,099	5,064	38.8%	41.7%
Staff Member									
D	$ 6,464	20.2%	$ 8,624	+$2,160	+33.4%	$ 9,315*	+$2,851	+44.1%	21.6%
D	8,064	25.2%	10,491	2,427	30.1%	11,331*	3,267	40.5%	26.2%
C	7,359	23%	9,721	2,362	32.1%	10,500*	3,141	42.7%	24.3%
C	8,959	28%	11,588	2,629	29.3%	12,516*	3,557	39.7%	30%
B	8,917	27.9%	11,675	2,758	30.9%	12,610*	3,693	41.4%	29.2%
B	10,717	33.5%	13,771	3,054	28.5%	14,873*	4,156	38.8%	34.5%
Administration									
C, MS	$15,885	49.6%	$20,271	+$4,386	+27.6%	$21,895*	+$6,060	+37.8%	50.7%
C, MS +36	19,491	60.9%	24,440	4,949	25.4%	26,401*	6,910	35.4%	61.2%
B, MS	14,119	44.1%	18,295	4,176	29.6%	19,761*	5,642	40%	45.8%
B, MS +36	17,515	54.7%	22,464	4,949	28.3%	24,267*	6,752	38.5%	56.2%
President	$32,000		$39,968	+$7,968	+24.9%	$43,166	+$11,166	+34.9%	

*For Staff Members - Average job responsibility 1980/81 for D Category was $344;
C Category was $339;
B Category was $557.

For Administrative Members -
Average job responsibility 1980/81 for C Category was $2,112;
B Category was $ 136.

Attachment 5

Salaries of 21 Selected School Superintendents in Mississippi:

District Name	SALARY 1975-76	1976-77	1979-80	Difference 1975 to 1979	
Hattiesburg	$25,000	$26,000	$34,133	+ 9,133	+ 36.5%
George County	18,800	22,000	25,712	+ 6,912	+ 36.8%
Harrison County	24,800	24,800	28,700	+ 3,900	+ 15.7%
Biloxi	27,200	27,200	33,390	+ 6,190	+ 22.8%
Gulfport	27,250	27,250	32,200	+ 4,950	+ 18.2%
Long Beach	21,500	21,500	27,835	+ 6,335	+ 29.5%
Pass Christian	21,100	21,100	25,573	+ 4,473	+ 21.2%
Hinds County	27,500	24,000	30,000	+ 2,500	+ 9.1%
Jackson Separate	35,000	37,000	41,000	+ 6,000	+ 17.1%
Clinton	26,000	28,500	36,000	+10,000	+ 38.5%
Jackson (County)	18,500	19,000	26,248	+ 7,748	+ 41.9%
Moss Point	20,000	25,000	31,000	+11,000	+ 52.4%
Ocean Springs	23,750	23,750	29,045	+ 5,295	+ 22.3%
Pascagoula	30,800	30,800	39,055	+ 8,255	+ 26.8%
Stone County	14,925	14,925	20,600	+ 5,676	+ 38%
Laurel	26,743	26,743	32,400	+ 5,657	+ 21.1%
Meridian	35,000	35,000	38,000	+ 3,000	+ 8.6%
Tupelo	24,356	22,165	34,932	+10,576	+ 43.4%
Winona	27,500	30,000	37,500	+10,000	+ 36.4%
McComb	24,260	28,000	33,790	+ 9,530	+ 39.3%
Greenville	33,000	31,000	37,100	+ 4,100	+ 12.4%

SOURCE: Special Salary Tabulations, published by Mississippi State Department of Education.

High	Jackson Separate 35,000		Jackson Separate 41,000	Moss Pt. +11,000	Moss. Pt. + 52%
Average	25,380	25,987	31,629	+ 6,249	+ 24.6%
Low	Stone 14,924		Stone 20,600	Hinds + 2,500	Hinds + 9%

COMMENT: Jackson Separate has highest salary of those listed ($41,000 for 79-80); Stone is lowest ($20,600 for 1979-80); average of those listed is $31,629. Salary increases from 1975 to 1979 ranged from $2,500-9% at Hinds County to $11,000-52% at Moss Point. Average increase was $6,249 - 24.6%.

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